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The Positive and Negative Effects of Marketing on Socioeconomic Development: The Turkish Case

ABSTRACT. Some observations and thoughts about domestic and international interactions between marketing and economic, sociopolitical, and cultural factors are presented using Turkish examples. These interactions are discussed in terms of satisfaction of the needs (having, actualization, and social) of the three parties that seem to be differentially influenced by marketing: over- and underprivileged individuals, the society, and the businesses. In particular, the attention is drawn to the fact that whereas marketing has had mainly positive effects on the country's privileged consumers, the poor consumers have seldom benefitted. The author suggests a number of actions, to be taken by business and non-business organizations, that could increase the need satisfaction of each of the parties.

Marketing, as a business philosophy and activity, and socioeconomic conditions and development are interdependent. The potential catalytic role of marketing in economic development has been widely examined (Dholakia & Sherry, 1987; Kaynak, 1986; Kinsey, 1988; Kumcu et al., 1986; Sherry, 1989). However, its effect cannot be disentangled from the impact of the economic, political, social, and cultural system of which it is a part. Furthermore, there are gaps in the understanding of the conditions under which marketing catalyzes economic growth, and its interdependency with sociopolitical and cultural factors and with international economic, political, and social links (Dholakia & Sherry, 1987). The interplays among these systems and the need-related processes that are involved are underrated (Firat, Kumcu, & Karafakioğlu, 1988). This paper offers some critical observations and thoughts about such broad interactions and dynamics, integrating different arguments (Belk, 1988b; Dholakia & Sherry, 1987; Dholakia, Sharif, & Bandari, 1988) and using a need satisfaction perspective, with illustrations from the Turkish case.

NEED SATISFACTION AS RELATED TO DEVELOPMENT AND MARKETING

Socioeconomic Development as Well-Being and Satisfaction

Socioeconomic development of a country can be conceived of as the quality of life, or the objective and subjective well-being of its individual members. Objective well-being includes conditions in the life domains (work, leisure, house/neighbourhood, consumption, family life, etc.) and social institutions (business/economy, political system, education, family, and religion). Objective conditions interact with subjective values, expectations, and aspirations leading to subjective well-being. This involves satisfaction with (or, in some cases alienation from) the conditions within the life domains and institutions mentioned (Andrews & Withey, 1976; Land, 1975; Sheldon & Parke, 1975).

Marketing and Satisfaction

Satisfaction of the individual as a consumer is the aim of marketing. However, the individual is more than a consumer. S/he is a person who has needs in life domains other than economic consumption. In addition, there are also social needs (relationships among individuals) and self-actualization needs (relationship between the individual and the society) (Arndt, 1978). Physiological needs, and needs for material possessions, house/neighbourhood, income, employment, skills, jobs, health, safety, and education are called *having* needs. Self-actualization, which is the opposite of alienation, involves *doing* (leisure and work) and *being* (prestige, insubstitutability, political resources) (Allardt, 1975; in Arndt, 1978). The terms used here, namely, having, social, and actualization needs correspond to Allardt's having, loving, and being needs, respectively. Total satisfaction of the individual depends on activities along all these dimensions. To the extent that marketing satisfies different needs, it leads to objective and subjective well-being of the individual.

In aiming to satisfy the consumer, marketing also affects the well-being of individuals, society, and businesses, all of which together constitute development. The society and businesses, too, have goals or needs that have to be taken into account in judging the effects of marketing. The needs of these entities can also be conceived as composed of three components. Having needs of the society or the

business are needs for physical, material, and human resources or assets. Incorporation of societal needs (Terleckyj, 1970; in Kelley, 1974) in Arndt's (1978) discussion of individual needs implies that societal having needs include health, safety, education, skills, income, jobs, and the human habitat, and actualization includes leisure and production, finer things (art, science, nature, beauty), and freedom, justice, and harmony. Actualization needs of the firms are suggested to include the relationship between the firm and the society. Social needs of the society and businesses are suggested to involve inter-society and interbusiness (interfirm or among business associations) relations, respectively.

The key issues regarding development are whether some individual and societal needs remain dissatisfied and even intensified, needs of which individuals or businesses are satisfied, and what kind of further influences on societal or business conditions are created. These issues are elaborated with illustrations from Turkey following a brief look at the recent development of marketing in this country, which renders it an interesting case.

DEVELOPMENT AND MARKETING IN TURKEY OVER THE PAST TEN YEARS

Socioeconomic Situation and Development

Turkey is among the "late developers" which are countries with a relatively better infrastructure than other LDCs and a changed pattern of exports. It is placed in the lower-middle range among the middle income economies (World Bank, 1991).

Following several decades of protected economy and import substitution under the umbrella of state capitalism, there has been economic liberalization and privatization since the 1980's. Foreign investments are now being encouraged, import and investment regulations are more liberal, licensing and assembly are being deemphasized in favour of joint ventures and investment, all of which result in greater technology and capital transfer. The infrastructure, especially telecommunications, has been greatly improved. The 1980's can be characterized as having a relatively high growth rate (5.1% annual GDP growth) driven by exports (\$12 billion) with a high proportion of manufactured goods (World Bank, 1991). However, exports are still

behind the Far East and South America. Imports and inflation (41.1% annual rate) have also been high (World Bank, 1991). Per capita income has not changed much over the past ten years (\$1200 to \$1500, or \$3500 to \$4500 based on purchasing power parity) and is still the lowest of any OECD or NATO country (Business Outlook Abroad, 1987). Income distribution is very unequal. The top 10% of the population (5 million) receive 40% of the income, each 20% group receiving 56.5%, 19.5%, 12.5%, 8%, and 3.5% respectively (DPT, 1987). The unemployment rate has been around 10%–18%, depending on the source.

Population growth (2.4% annual) and urbanization (6.0% annual) have been substantial. Around 60% of the 55 million population is now urban compared to 44% in 1980 (World Bank, 1991). Health and education conditions have not improved much, and are worse than those in Eastern Europe, Korea, and some countries of south Asia. The social welfare system is not well-developed. It provides only health care and income benefits in retirement.

The culture is Western oriented and development has been equated with Westernization since the First World War. This Westernization is visible in the artifacts of culture, but not as much in attitudes and behaviour. There are large differences between urban and rural (and new poor urbanite) life and behaviour.

Marketing

Economic liberalization, greater international competition and communication, including exposure to international media, and a diminishing sellers' market, have been forcing some of the domestic businesses to become more marketing oriented, or to talk more about being marketing oriented. The approach taken seems to be imitative and short-term aiming at taking immediate advantage of the existing political or environmental situation. Most firms imitate Western successes – a packaged cookies company takes European formulas, makes them sweeter and longer-baked, and the outcome is a "Turkish" product. Exports seem to have increased in the late 1980's due to the price advantage that arose because of temporary export promotion (tax rebates) and currency depreciation, but not necessarily due to better marketing, since they decreased when these two conditions ceased to exist (Erem, 1990). A planned and systematic approach to exporting (Bodur & Çavuşgil, 1985) is lacking. Productivity and

ciency are at very low levels without many economies of scale or much R&D.

Distribution is characterized by numerous intermediaries, low turnover, and high margins. Horizontal or vertical links, in the absence of intense competition at all levels of the channel, lead to monopolistic power and informally determine price and supply. In the food sector, 70% of the price of vegetables goes to channel members, a higher percentage than in the USA and EEC countries (Erem, 1989).

Although marketing is being practiced more and more, there is very little strategic marketing thinking in terms of segmentation, targeting, and positioning with a differential advantage. Firms are increasingly becoming familiar with the "4P's," especially advertising, public relations, publicity, and sales promotion. The advertising industry is booming, so are the market research agencies. There is growing interest in market research (e.g., the first life style study has recently been conducted in major urban areas). Most firms focus on one or several marketing tools rather than integrating their "4P's" with systematic strategic marketing thinking. For example, newspapers heavily rely on sales promotions (coupons to exchange for gifts, prizes by lottery), but do not use marketing techniques to improve product quality and distribution, the latter being crucial. Similarly, promotion and advertising are used for marketing detergents and various price tactics (via cost cutting) for textiles, while durables rely mostly on promotional payment-by-installment plans. There is not much consumer or service orientation. For example, to buy a car one waits for several months, ends up with the colour the dealers have at hand rather than what one wants, and usually there is no test driving.

In conclusion, marketing has been developing during the past decade, but imitatively and more with respect to activities than strategies and attitudes. Furthermore, it appears to have followed the changes in economic and political conditions, not to have preceded them.

IMPACT OF MARKETING ON SOCIOECONOMIC DEVELOPMENT

A particular impact may accrue from marketing and/or its interaction with the economic, political, and socio-cultural environment. That is, marketing is not the sole culprit or hero. The effect of marketing on development (on objective and subjective well-being) can be

conceptualized along several dimensions depending on the satisfaction of the having, actualization, and social needs of the affected parties, namely, the individuals, society, and businesses (Table I).

Satisfaction is not an unmediated response. It depends on social comparison (Bernstein & Crosby, 1980; Cook & Pearlman, 1981), temporal comparison (Arndt, 1978), as well as on comparison of objective conditions with values, expectations, and aspirations. Furthermore, just as individuals compare themselves to those above them, so too may societies. Then, comparisons may be to other nations, prior experience, and national expectations. Hence, the influence of marketing and its environment on these comparisons are also examined.

Effects on the Need Satisfaction of Consumers/Individuals

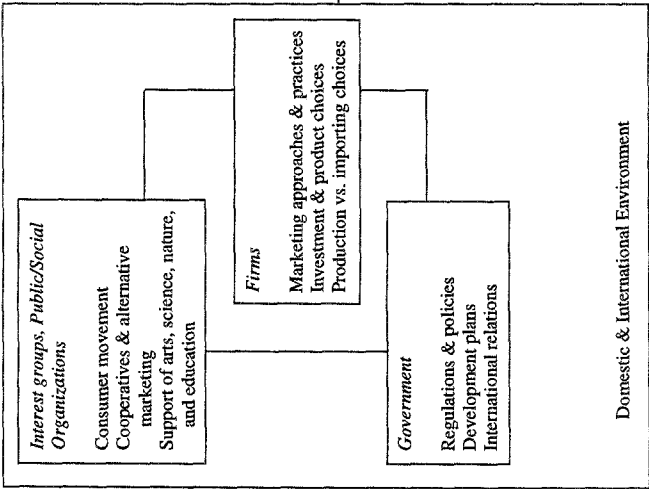
Since individual well-being depends on the satisfaction of various needs, the direct and indirect impact of marketing on the satisfaction of having versus other needs is discussed below. Consumers seem to be polarized into two groups: upper/middle and lower classes, or over- and underprivileged consumers (Dholakia et al., 1988). Research firms in Turkey classify consumers into A–E categories based on socioeconomic status. Businesses focus on A (1% of the 35 millions who are 15 years old or above) and B (4%) groups, pay some attention to C1 (18%) and C2 (28%), and almost completely neglect the D and E (together 49%) groups. The terms privileged and underprivileged consumer are used below to refer, primarily, to A and B and, to a lesser extent C, and D and E groups, respectively.

Privileged Consumers

There are more and better designed, packaged, communicated, and distributed domestic and international products, which target the A, B, and C groups. Wider and more effective distribution, especially of international products, such as Coca-Cola and detergents, and some domestic consumer goods, provide greater availability. Better packaging of milk, water, and dairy products aid in achieving wider distribution and healthier goods. Use of credit and installments also enhance accessibility to products. Communication increases demand for quality and variety, and firms respond. Services, such as banking, insurance, and leisure activities, including travel, recreation, and arts, have also started to provide greater convenience and choice, but less

TABLE I
Impact of marketing on need satisfaction

ACTORS & ACTIONS		EFFECTS			
		Having Needs	Actualization Needs	Social Needs	
Privileged Individuals	(+)* Choice, availability, quality	(+) Leisure related products	(+) Possessions-based acceptance		
	(-) Prices	(+/-) Consumption activity	(+/-) Possessions-based acceptance		
Under-privileged Individuals	(-) Special/natural products	(+) Culture & arts	(+) Consumer power		
		(+/-) Symbolic & hedonistic value of consumption	(+/-) Symbolic & hedonistic value of consumption		
Society	(+) Spillover: choice, availability, quality	(+/-) Relative deprivation	(+/-) Possessions-based acceptance		
	(-) Lack of choice, availability, quality	(+/-) Symbolic & hedonistic value of consumption	(+/-) Possessions-based acceptance		
Domestic Business	(-) Health, education, basics living conditions, basics	(+) Dynamism, aspirations	(+) Socio-cultural & political-economic international relations		
	(-) Cultural artifacts	(+) Demand for education, communication, & information	(+/-) Socio-cultural & political-economic international relations		
	(-) Public recreation areas	(+) Orientation towards openness & democracy	(+/-) Socio-cultural & political-economic international relations		
	(+/-) Employment, skills, education, health	(+) Freedom	(+/-) Socio-cultural & political-economic international relations		
	(+) Information	(-) Standardization of culture, loss of identity, & imitativness	(+/-) Socio-cultural & political-economic international relations		
	(-) Unique local competencies, products & natural resources	(-) Harmony	(+/-) Socio-cultural & political-economic international relations		
	(-) Environment	(-) Alienation & frustration, apathy, & lack of motivation	(+/-) Socio-cultural & political-economic international relations		
		(-) Sociopolitical problems	(+/-) Socio-cultural & political-economic international relations		
	(+/-) Performance and survival	(-) Art, science, & nature	(+/-) Socio-cultural & political-economic international relations		
	(-) Long-run opportunity loss & future survival	(-) Imitativeness	(+/-) Socio-cultural & political-economic international relations		



* "+," and "-" indicate favourability and unfavourability of an effect

than the consumer goods. Increased availability and consumption are observed more for nondurables and some durables (particularly appliances and cars), than for real estate and services. For example, there is no long term mortgage for buying houses.

Hence, the privileged consumer has benefitted from improved marketing and has been getting higher satisfaction from consumption due to greater choice, availability, sometimes easier payment terms, and better quality. In general, having needs are being satisfied more than before. Being, doing, and social needs are also satisfied due to (a) leisure related products and services, (b) the consumption activity itself, cultural artifacts, and fine arts – which are also marketing related satisfaction sources (Czepiel, 1978), (c) increased consumer power that accrues from the exercise of choice and the budding consumer movement, (d) possessions-based social acceptance (for example, getting dates if one has a particular brand of car or shoes, or being accepted in a social circle if one owns art), and (e) the symbolic (status, prestige, achievement) and hedonistic value of possessions and consumption (Belk, 1985, 1988a; Dholakia & Firat, 1988).

However, there also are negative effects on all types of need satisfaction. Greater choice and higher quality are accompanied by higher costs. Compared with the West, prices are not always lower and are sometimes higher (notably durables and better clothing), and the quality does not always match Western standards nor do services.

Not all the new services or products increase utility for all of the privileged consumers. For example, emphasis on sunflower oil and cosmetic soaps (following market research) has hurt availability of olive oil, especially natural olive oil, and of natural soaps. Similarly, people who want some special, authentic local produce cannot find it any longer because it has been substituted by canned foods or higher-yielding versions, albeit at the expense of distinctiveness and taste. Another example is the ITT telephone directories replacing state directories. Although the state directory was not of good quality print and indexing, it was comprehensive. Since ITT charges the firms for listing, its “Yellow Pages” directory is not as comprehensive and useful for telephone owners.

Non-materialistic means of satisfying being, doing, and social needs may be jeopardized and substituted by materialistic means. Consumption-based orientation to happiness seeking may not bring happiness and may lead to alienation (Belk, 1985, 1988b). The

products-mediated means of satisfying actualization and social needs may be a peril when overall satisfaction of these needs is considered.

In summary, marketing seems to have improved the well-being of the privileged individual, but at the expense of higher prices, satisfaction of the need to have some authentic, local, and/or natural products, and nonmaterialistic means of need satisfaction. These, in turn, may result in unfulfilled actualization and social needs.

Underprivileged Consumers

The poorer consumers are ignored as a target segment and their needs are neglected. They attain some benefits as an indirect result of the availability of products designed for other consumer groups. Yet, targeting the privileged, in the absence of a focus on the poor consumers, leads to reduced benefits for the underprivileged. For example, as a toothpaste producer became more marketing oriented, product modifications were undertaken to satisfy the existing needs of the A, B, and C segments. Increasing the inducement to brush teeth, which would have been aimed at the D and E segments and would have improved dental hygiene for these groups, was not pursued. Hygienically processed and packaged (and high priced) milk composes only 10% of milk consumption, implying hazardous conditions for the health of the majority. Marketing newspapers by focusing on sales promotion activities, instead of on quality or distribution, has not improved availability to the underprivileged. Privatization of the state-owned chain of over 400 retail stores, which used to be the only available means of serving the needs of the rural and poor population, led to the redesign of the stores and their merchandise mix to target the urban B and C consumers, reducing the benefits to the rural D and E groups. Construction of summer resorts for the A, B, and C groups and for foreign tourists meant that beaches, parks, and woods became unavailable for the public at large.

The consequences of the above are unsatisfied having needs as well as intensified having, actualization, and social needs due to the social comparison process and misplaced priorities in resource allocation. Firstly, unsatisfied having needs, perceived in the context of the inequality in income distribution, and the gap in lifestyles, which make differences more vivid, lead to greater perceived relative deprivation. Status perception and satisfaction with status depend on social

comparison. Although the traditionally accepted notion in psychology is that such comparison is made with a reference group a little above one's own (Bernstein & Crosby, 1980), comparison can also be made with a group further above (Cook & Pearlman, 1981). The latter is especially likely in Turkey where there is a high rate of urbanization, increasing mass communications, and the poor and the rich urban neighbourhoods are located side by side. So the underprivileged may feel even less satisfaction than previously, although objectively they may be better off compared to the past or to the relatives left behind in the village. Relative deprivation may have positive or negative consequences. "It can result either in achievement-oriented behaviors designed to reduce differences in outcomes or in resignation and apathy" (Cook & Curtin, 1987, p. 252).

Secondly, better health, education, and living/housing conditions may be jeopardized, due to misplaced priorities in resource allocation. The mass media, tourism, multinational marketing, workers in Germany returning or visiting with Western goods and impressing their friends and neighbours, and the display of consumption by the "newly rich" create a want for consumer goods. This phenomenon is intensified due to the high rates of urbanization. The rural immigrants imitate and want to live and consume like the urbanites (Kıray, 1990). People buy the latest appliances and fashionable items, such as stone washed jeans, yet cut down on basic nutritional items, education, and health-related expenses. Allocation of scarce household resources first and foremost to conspicuous and imitative consumption of unnecessary goods to the neglect of more basic needs may be viewed as misplaced priorities (Belk, 1988b; Ger & Belk, 1989). For example, a mother buys candy that she has seen advertised on TV for her child, because "what is good for other city kids is good for my kids," but sells the milk from her cow to pay for the candy and deprives the child of nutritious milk. Furthermore, authentic cultural artifacts or home furnishings, which might be better adapted to the environmental conditions, more functional, healthy, or beautiful, are sacrificed for popular and cheap goods. For example, plastic rather than copper or ceramic plates are hung on the walls, wall to wall carpeting or linoleum covers the floors rather than hand-made rugs and kilims. These practices are similar to the imbalanced consumption observed in the Peruvian Altiplano (Firat et al., 1988).

In general, marketing has hardly enhanced the well-being of the underprivileged individuals. Although some of their having and

actualization needs may be satisfied, most remain unsatisfied or even intensified. The social comparison-induced escalation of wants results in a decrease in subjective well-being. When some aspects of the having, actualization, and social needs are satisfied by consumption and the symbolic and hedonistic value of possessions and consumption, this is usually either at the expense of the satisfaction of the more crucial having needs or the nonmaterialistic means of satisfaction of actualization and social needs.

Effects on the Need Satisfaction of the Society

Marketing has some positive effects on societal conditions and values. Increased dynamism, optimism, aspirations, communications, employment, and demand for education are observed. For example, the need for skilled and productive labour creates an interest in better education, training, and health. Business interest groups have attempted to influence the government to set up better educational and training programmes (Baloglu, 1990). The information needs of marketing decisions propel research, and marketing itself creates greater communication. These activities increase the information available and thus the understanding of the society, at least among some groups within the population. The demand for better data bases also increases. The society at large benefits from the increase in available information and understanding, as well as from the greater importance given to information, all of which lead to a more communicative, open, and democratic society. The emerging consumer movement (which manifests itself through complaints to firms – Borak, 1990 – and in newspaper columns, and in the establishment of consumer protection laws) also owes its existence to the increased value placed upon communication and openness. These developments satisfy some of the societal having and actualization needs, as well as social needs by simultaneously improving intersociety relationships, such as socio-cultural and political-economic international relations.

However, marketing has also a negative cultural influence: It accelerates the change in the set of values, which may be for the worse for the society in general and for the underprivileged individuals. Rapid transmission of the consumption culture from the core to the periphery (Dholakia & Sherry, 1987), has increased the desirability of both products and anything “Western.” Firstly, the desirability of consumption leads to a demand for certain types of goods, which

may be negative for national resource utilization and allocation of investments. Firms produce or import newfangled gadgets, appliances, or cosmetics, rather than products that satisfy more basic needs. Hence, satisfaction of some of the more basic having needs are jeopardized. Also, imitative consumption of arts and the latest fashion items creates a very standardized culture lacking in originality. Furthermore, there seems to be an increase in the hedonistic and symbolic value of products, and subsequently, products-mediated or materialistic means of satisfying actualization and social needs relative to other means. In a cross-cultural study (Ger & Belk, 1989) the educated within the Turkish society were found to be very materialistic.

Secondly, emulation of the West has led to devaluation and diminishing of the original culture, in terms of architecture, artifacts (furniture, carpets, decorative items such as copper and ceramic objects, etc.), artisanry know-how, food/restaurants, etc. Benetton, Levi's, McDonald's, and Pizza Hut symbolize the Western culture, and the Turks buy these tangible goods to feel "Westerner." Old Ottoman buildings are being torn down to build "modern" international hotels or apartment buildings. Stores and products have Western or Western-sounding names.

Such changes in the Turkish society have led to a loss of Turkish identity, an imitative rather than creative attitude, a confusion about the means of satisfying being needs, and alienation, all of which imply dissatisfaction of actualization needs. These conditions create a youth who is confused, aimless, lacking self-confidence, and feeling helpless (the privileged urbanites), and also angry and frustrated (the underprivileged new urbanites). Undesirable social and political consequences can follow from this situation, especially given the inequalities in income distribution and the social comparison process (Cook & Pearlman, 1981). These may work against harmony, which is a societal actualization need. One major problem has been the backlash stemming from the extremely conservative and religious groups against "progress," which has been identified with Westernization.

Furthermore, some marketing decisions, such as price or cost-cutting imports, and the pursuit of manifest wants, may reduce employment opportunities, lead to the elimination of some natural resources or local distinctive competences, and be detrimental for the environment. For example, domestic textile and leather goods firms

import raw or partially processed materials in order to reduce costs, and engage in higher value-added production (treating, finishing, and design) in Turkey. The consequences of these activities are reduced raw material production and employment. Some distinctive local produce (for example, particular kinds of strawberries and grapes) have disappeared due to shifting popular demand patterns in favour of substitute produce or processed foods. Similarly, olive oil production has been reduced. However, olive oil is the healthiest fat, and natural olive oil is obtaining very high prices in North America. Thus, olive oil and the distinctive produce could have had global potential in gourmet and health-oriented niche markets, were they adequately marketed. Another negative impact is on the environment. For example, expensive urban housing, hotels, and summer resorts/houses are developed at the cost of the natural habitat (rare species of turtles, forests, flora, strawberry fields, cherry and olive trees, etc.) and cause pollution. All of this poses problems for the satisfaction of societal having and actualization needs.

In summary, the effects of marketing on employment, distinctive local products, the environment, and values seem to have had both favourable and unfavourable effects on the satisfaction of having and actualization needs. Furthermore, many of these processes have repercussions on international relations.

Effects on the Need Satisfaction of the Businesses

The marketing activities of both foreign and domestic firms influence domestic business in both positive and negative ways. Foreign competition has enhanced the performance, but has also damaged the existence, of domestic businesses. For example, a very successful domestic fast food chain, which provides clean service with china and silverware at prices competitive with McDonald's, developed in just four years. A toothpaste producer who has been in the market for over 30 years with one type of product, introduced six different products and brands in the last two years. Hence, the domestic firms learn how to run a better business and be competitive. Or, they go out of business, lose market share, or stop producing and start importing identical or different products (and sometimes make more money!).

Many examples of the negative effects of the multinationals can be seen, especially in markets with not-well-differentiated products.

When multinationals entered the cleaning products market with heavy advertising and the ability to undertake short term losses, many small firms in these markets were not able to compete. One of the few that survives does so by relying on its strong regional trade relations, providing higher margins to channel members and lower prices to its loyal customers, and replacing other domestic brands that went out of business. Similarly, the shelf space and product type competition from the widely distributed Coca-Cola, impaired a highly reputed domestic soft drink as well as many fruit juices.

The domestic firm enhances its long term profitability to the extent that it adopts a marketing approach. As more firms become marketing oriented, their competitors are being forced to do the same, increasing the effectiveness and probability of success of all of them, especially against international competition in domestic and foreign markets. The carpet farms, which flourished by producing carpets and kilims with the designs and colours to match the desires of foreign markets, and a quality apparel manufacturer, successful in both domestic and foreign markets, owe their progress to segmentation and positioning. Improvements in distribution and packaging, such as making clean bottled drinking water widely available, not only benefit the firms involved but also influence tourism favourably.

However, the marketing focus on customers can have negative effects if it is short-term oriented and considers only the manifest wants. It may make the firm imitative, diminishing its long-term innovativeness, competitiveness, and survival (Hayes & Abernathy, 1980), especially in global markets, and also hurt other small local businesses. For example, the very success of the carpet farms tends in the long run to hurt the authenticity and distinctiveness of Turkish carpets in international markets and eliminate talented and creative artisans. Similarly, following the demand for Western or Western-like goods reduces innovativeness among businesses. Producing imitative goods, which are run-of-the-mill by global standards, or importing may be more lucrative only in the short run and impair long-term potential and positioning. The most striking example here can be found in the tourism sector. To accommodate greater numbers of tourists who are in search of a new country, many summer resorts have been built. However, the resorts are neither the best value nor the most distinctive in the world, and ruin the natural habitat and beauty. When "Turkey" ceases to be a novelty, these establishments

will not have much to offer to either the price-conscious or the difference-seeking tourist.

Currently, Turkish firms appear to be squeezed by the lower costs and the higher quality of international competition, particularly in exports. Most Turkish firms can no longer compete with firms from lower-cost economies which are active in many product fields ranging from textiles to furniture (Çavuşgil, 1990). Short-term tactics, without a strategic perspective, such as exports driven by a temporary environmental condition, may result in a neither price competitive nor differential position, and may prevent development of marketing expertise and a unique advantage. Hence, the marketing activities currently popular among domestic firms may result in reducing the likelihood of long-term success.

Another short-term and myopic decision, which has negative long term implications, is targeting only the privileged customers. Since this practice leads to production in small volumes, firms often cannot achieve the economies of scale they need to compete globally. Furthermore, the demographic trends indicate a growing young population implying the emergence of a large and growing primary demand for many goods. Thus, neglecting the needs of the masses again denotes a domestic and international opportunity loss.

In summary, the marketing activities of foreign and domestic firms have both positive and negative effects on the survival of other businesses as well as their own. The negative consequences accrue from a short-run orientation and a myopic focus on manifest demand, which contribute to imitateness, lack of a distinctive advantage, and an opportunity loss. Furthermore, short-term tactics may also damage the confidence in businesses and create badwill. A recent study indicated that the confidence in business is presently very low in Turkey (TÜSİAD, 1991b). These outcomes can be translated into the current and potential satisfaction and dissatisfaction of having and actualization needs of the different firms. Having and actualization needs are intertwined for businesses, because unlike the individuals and the society who are the recipients of influence, businesses are the active party: The impact of marketing arises from what they are, have, and do. Hence, pursuing solely immediate survival or having needs hurts the satisfaction of their future having needs, and their current and future actualization needs. Similarly, the lack of collaboration among firms or business associations (for example,

sharing information, developing a common strategy, socializing managers) not only leads to unfulfilled social needs but also having and actualization needs since it undermines their overall global competitive strength.

Overall, firms' marketing practices seem to have served the privileged consumers and big businesses only for the short-run. The interactions across the three affected parties and in the marketing environment propel multiple chains of effects which result in intricate positive and negative consequences regarding the need satisfaction of all of them.

SUGGESTIONS TO IMPROVE THE IMPACT OF MARKETING

The exploration of the impact of marketing hints at some possibilities to increase the positive and reduce the negative effects on the need satisfaction of individuals, society, and business. These recommendations apply to the actors in Table I, and also involve making the individuals and the society more active than they now are.

Ways of Increasing the Satisfaction of Privileged Consumers and Businesses

The contribution of marketing would increase with meritorious or sound marketing, incorporation of marketing perspectives in national strategies, improvements in education and transportation (which would set the ground for sound marketing), and support for small businesses. These suggestions would satisfy not only the customers' needs, but also business needs for long term profitability and competitiveness in domestic and international markets. Below are some specific recommendations towards this end.

1. To achieve meritorious marketing, businesses need the following:

(a) Firms should have a marketing mindset/attitude which includes taking initiatives, proactiveness, a long-term perspective, innovativeness, and flexibility, in addition to a consumer focus. The importance of a long run orientation for global success has been amply illustrated by Japan and Korea. For example, Hyundai became a world brand in five year, whereas none of the Turkish firms, some of which have been around for thirty years, have done so. The implicit need for changing beliefs and attitudes for the CEOs, and establishing

reinforcement systems can be addressed by collaborative interfirm efforts. A marketing approach can be employed to this end, and the desired change can be linked to existing salient motives.

(b) Strategic marketing is necessary to analyze and integrate decisions so as to lead to more effective and efficient targeting, positioning, and marketing mix decisions.

(c) Firms need to create a distinctive edge. Positional advantages accrue from either superior value or lower relative costs. In addition to improving productivity, Turkish firms may have to avoid cost competition and focus on unique value and identifying and catering to select niche markets (Çavuşgil, 1990). That focus would lead to national brands with global distinction, dominance and reputation, which comprise "the highest stage of development" (Levy, 1991).

Sources of advantage are superior skills or resources (Hansen, Grønhaug, & Wärneryd, 1990). In addition to developing new skills and resources, unique traditional ones should be revitalized or preserved. These, in turn, require R&D, education, training, and supporting small businesses or cooperatives which have the potential to provide unique value and authentic products for niche markets.

(d) The innovative, proactive, and analytic approach to strategy design, and the basic marketing focus on customers, would force the firm to place more value on information, which is a crucial tool for competitive advantage (Porter, 1985). Turkish firms need more of a research orientation, more varied and creative research (Andreasen, 1983), and R&D. Furthermore, they need a broader understanding of the society, of its values and trends, about which there is little information. These needs, in turn, suggest the urgency of interfirm cooperation.

(e) The final crucial element is the effective and efficient implementation, especially in distribution channel management, and product and service development. For example, products/services related to leisure, recreation, and youth activities, which would fulfill actualization needs, are clearly lacking.

2. Marketing should be incorporated in national strategies. This would increase satisfaction indirectly, and can contribute in two ways: Firstly, marketing could and should play a major role in planning national development and strategies for global competitiveness. Plans developed and implemented with an end-user focus would be closely aligned with domestic and global needs and opportunities in an increasingly interactive world environment (Dholakia, 1988).

Secondly, it should be employed in nation marketing to enhance the image of Turkey. Currently, Turkey is not well-known in world markets (TÜSIAD, 1991a). A positive image would facilitate international business, economic, and political relations, all of which would improve development.

3. Improvements in education and transportation would benefit businesses and consumers by providing the foundation for, and enabling implementation of, sound marketing. Education and training are crucial in creating new, and protecting traditional, skills and human resources. Education is also a means of preventing destruction of other resources, including the culture and the environment, and of shaping attitudes. Therefore, education, training, and youth activities need to receive a much higher priority than is currently the case. They can be designed to increase creativity, a long-term perspective, and sensitivity to socio-cultural and environmental issues and consumer rights. Cooperation and mutual support between the government and businesses in designing and delivering some of the programmes would provide benefits to both parties and ultimately to the consumer and the public. Similar benefits would ensue from business contributions to institutions of learning, training programmes, continuing education for employees, and the arts and sciences.

Ways of Increasing the Satisfaction of Underprivileged Customers and Society

The three recommendations above are relevant to the underprivileged and the society as well. Two additional suggestions concern the fulfillment of basic and latent needs, and the promotion of cultural and environmental preservation. Both of these would not only satisfy individual and societal needs but would also have direct business potential and indirect business benefits resulting from a harmonious social and ecological environment. Hence, they are aimed at counteracting the difficulty of incorporating autonomous, self-reliant, culture-preserving, and ecologically safe elements in the development process (Dholakia, 1988).

Fulfilling basic and latent needs. Identifying and catering to basic and latent needs would extend the contribution of marketing to a wider consumer base, and to the provision for interests (Kotler, 1987) rather than just wants. Creative and original designs can be developed to

serve specific local conditions or basic needs of the masses. For example, the first washing machines in Turkey were found to be selling beyond expectations in rural areas. These machines were being used for an unintended purpose: to make a popular yogurt drink and butter. Producers could have modified the machines for those needs. Papanek (1973) provides numerous examples of responsible design for the masses, a few of which are low-priced non-electric cooling units, devices for the handicapped, ergonomic furniture, degradable packaging, and safe educational toys. In Turkey, a retail chain used a very innovative (yet also very old) distribution method to provide rural customers with merchandise: "mobile stores," in trucks, set up once a week in the market places. Farming inexpensive fish, providing health related products/services, and producing inexpensive transportation vehicles for rural areas and for the underprivileged, would be some other examples.

Some of the reasons for the current neglect of the underprivileged are obviously the lower per capita purchasing power and the worse infrastructural properties in rural and poorer areas. However, a more important reason may be the oversight of opportunities in the D and E groups. This may arise from the greater difficulty of doing research in these groups by the currently used survey-based techniques, from the fact that the privileged group is easier to understand and address than the others, and from empathy to needs similar to the manager's own. These reasons and the examples above have implications for why and how businesses should focus on basic and latent needs.

Firms should emphasize basic and latent needs because such a focus can be very profitable in its own right, may have greater public relations value, and is an investment in opportunity. Furthermore, a society where basic needs are fulfilled leads to a smoother and more stable social environment. In other words, such action does not involve charity.

Promotion of cultural and environmental awareness and preservation. Cultural and environmental awareness and protection are necessary to take advantage of the unique traditional skills and resources, and for a harmonious social and ecological environment. The authentic and unique culture and its artifacts, architecture, cuisine, produce, etc., should be maintained or revitalized by increasing the importance given to, investigating, investing in, and supporting characteristic formulas, methods, and behaviour patterns. For example, the French subsidize

cheese, and permit and allocate space in metros and plazas to street musicians and entertainers. There is also a need to emphasize architectural and archeological restoration and promotion of culture by building museums and organizing exhibits and events.

These can be potentially profitable ventures per se. For example, an antiques expert organizes art events, programmes, and adult education courses, in addition to auctions, for Turkish art and antiques. Similarly, restoration of old buildings, garbage collection and disposal, and nature/culture tours or activities would provide growing business opportunities. Furthermore, creative "marketing patterns that anchor and nourish the highly adapted 'old' cultures of the Third World countries" (Dholakia & Sherry, 1987, p. 138) can be developed without diminishing or preventing progress.

To implement the two broad suggestions, some more specific recommendations are provided below:

1. Firms need to have a responsible and/or socially conscious marketing attitude. Top management needs to realize the availability of related business opportunities, and the importance of social value issues to the survival of the corporation and the society. "... corporate survival, even at . . . lowered short-term profits may be better than the alternatives to which continued corporate social myopia might lead" (Kelly, 1974, p. 145).

2. Attitudes should be accompanied by conscious management, strategy, and implementation. This might imply introduction of societal criteria (Kelley, 1974) and/or customer participation in corporate planning. Consumers are a constituency and should be represented in decision making about issues that concern them. This can be implemented either by acquiring rich, research-generated information about the consumers or by inviting consumer representatives to meetings. Furthermore, a measure of performance other than profits is needed: A methodology to audit societal impacts or social performance is necessary. Kelley (1974) suggests a sociomarketing performance audit, which can be conducted by a committee including outside and company board members, and mentions GM's public policy committee as an example. These means of pursuit of what may appear to be non-survival needs of the business, will serve its having and actualization needs.

3. Needs can only be catered to, and cultural issues can only be addressed, when they are known. Hence, research should be taken seriously, and creative and qualitative as well as quantitative research

should be undertaken. Anthropologists can be used to study rural and underprivileged consumers who are little understood. This is analogous to employing anthropologists to study the workers in order to increase productivity (Garza, 1991).

4. Societal control and alternative marketing should be undertaken. The above three suggestions also apply to the organizations which would be involved in control or alternative marketing. Some further recommendations include:

(a) Nonbusiness organizations should provide public control to minimize the undesirable social effects of individual consumption and to promote ethical and socially responsible business policies. Business activities targeting the masses or supporting cultural or environmental development and preservation can be encouraged by tax rebates, incentives, investment promotion, etc. Such public control and promotion may be channeled and reinforced by vocal consumer and other interest groups.

(b) Development strategies need to be reoriented to meet the needs of the masses (Dholakia et al., 1988) and the society in general, and designed participatively by all of the constituencies. The positive and negative effects discussed are due not only to marketing, but also to the priority of economic growth goals and the broad historical and current socio-cultural and political processes and systems. Especially now that some economic growth has been achieved, broader improvements, for their own sake and for enhanced future growth, should gain salience. "Social progress is a goal to be deliberately sought on par with economic progress; it is not a natural by-product of economic progress" (Kelley, 1974, p. 134). Improvements in income distribution (and simultaneous and consequent socio-cultural conditions and satisfaction with these conditions), will not necessarily occur naturally or inevitably; they have to be managed to make them happen (Cook & Pearlman, 1981).

(c) Nonprofit self-help groups which engage in self-production and local co-ops may provide alternative ways of organizing, producing, and consuming, and bring about creative local solutions.

(d) Social marketing can be undertaken by any of the above-mentioned groups, to promote and address basic and latent societal, cultural, and environmental needs. Demand for the nonmaterial aspects of life, such as health, family planning, and education, can be enhanced by social marketing. Social marketing can contribute successfully when it is employed as a strategy that follows social change, not as

a strategy for social change (Dholakia & Sherry, 1987). When undertaken by the firms, it would satisfy the actualization needs of the business and having and actualization needs of the society.

In sum, basic and latent needs should be investigated and catered to, and the culture and the environment should be preserved by businesses, as well as self-help and interest groups, and promoted and supported by public and social organizations. The necessary ingredients include a socially conscious attitude and innovative long term orientation, management, and research, sustained by participative decision making, social marketing, and education.

CONCLUSION

In the beginning it was argued that development involved improvements in objective and subjective well-being which results from satisfaction of various needs. The impact of marketing on the need satisfaction of all the affected parties can be more positive when marketing is sound, incorporated in national strategies, and accompanied by a societally, culturally, and environmentally responsible attitude, and viewing demand in basic and latent terms rather than in just manifest ones. The overall satisfaction is a function of the holistic impact that arises from the interdependencies which exist in the pursuit of satisfaction by individuals, society, and businesses. How each party goes about satisfying various needs interacts with the fulfillment of other needs and with what happens to the satisfaction of other parties. Marketing that considers and adjusts itself to the intricate interrelationships will increase satisfaction of all of the three parties and enhance development.

Why is such marketing not employed and not incorporated in the planning process in LDCs? Technology transfer and emulation of business activities occur with insufficient awareness and perceived pertinence of current and historical local and global conditions and processes, and the underlying social dynamics. Not enough attention is paid to the "highly interconnected nature of the world system" and "what works, when, and under what conditions" (Dholakia, 1988, pp. 66, 70). This, in turn, may be due to the following properties of the decision makers and processes: (a) an orientation that favours "hard" (technology and techniques) to "soft" (historical, psychological, and sociocultural processes and interdependencies) approaches,

and undervalues social sciences; (b) precedence of immediate political concerns; (c) precedence of immediate lower-level needs in a Maslowian sense; (d) individualistic and agential orientation rather than concern with others; (e) human decision making biases and selective information processing; (f) emulation-inhibited creative and alternative thinking (Dholakia, 1988), and bureaucratic attitudes; (g) government priority of economic growth goals; and (h) unchallenging consumers and society.

To break away from the biases and vicious cycles created by the existing means of operating, there is need for "confidence that breeds a can-do attitude" (Dholakia, 1988, p. 74). There is also a need for active consumers and societal interest groups, and pluralistic decision making by the three affected parties, whose satisfactions are ultimately interrelated. The involved parties would bring in different outlooks and different sets of priorities, and would implement their own suggestions more effectively than something imposed upon them (Babüroğlu & Ravn, 1992). Finally, there is a need for enlightenment about social sciences, and about the interactive effects of need-satisfaction oriented actions. Although the Maslowian hierarchy would suggest that actualization will not gain prominence until lower level needs are satisfied, the holistic nature of the effects illustrated and discussed implies that ignoring actualization needs (especially at firm and societal levels) will be detrimental for overall – current and future – satisfaction. Hence, a balance needs to be achieved. This balance may not occur naturally and requires management, rendered more effective by pluralism. The initial step to make management of overall satisfaction and development possible, effective, and efficient is to enhance the awareness of the negative and positive effects of marketing in a given environment, and to understand the interaction of need satisfaction of individuals, society, and businesses.

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ZUSAMMENFASSUNG

Positive und negative Effekte des Marketing auf die sozio-ökonomische Entwicklung eines Landes: das Beispiel Türkei. Der Beitrag präsentiert einige Beobachtungen und Überlegungen zu den nationalen und internationalen Wechselwirkungen zwischen dem Marketing und ökonomischen, sozio-politischen und kulturellen Faktoren anhand von Beispielen aus der Türkei. Diese Wechselwirkungen werden auf der Ebene der Bedürfnisbefriedigung der drei Parteien diskutiert, die durch das Marketing in unterschiedlicher Weise beeinflusst werden: über- und unterprivilegierte Individuen, die Gesellschaft und die Wirtschaft. Insbesondere wird die Aufmerksamkeit auf die Tatsache gelenkt, daß das Marketing zwar im wesentlichen positive Aspekte auf die privilegierten Bürger des Landes gehabt hat, ärmere Konsumenten aber selten vom Marketing profitiert haben. Die Autorin schlägt eine Reihe von Maßnahmen vor, die von wirtschaftlichen und nicht wirtschaftlichen Organisationen ergriffen werden sollten und die das Niveau der Bedürfnisbefriedigung aller beteiligten Parteien anheben könnten.

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